

Arizona Department of Transportation

Middle Manager Competency Assessment

This self assessment tool is structured to provide you with a variety of ways to use it. The most helpful way will be for you to have your direct employer or those to whom you report complete this assessment first. They will note which activities are required in the position and at what activity level. You can then follow with your own assessment of how well you perceive you are equipped to perform the activity.

Some positions will have more or fewer required activities than others. Few, if any, positions will require all the activities.

Use the comparison between your employer's perceived requirement and your self assessment to determine where you do and do not need to plan for further development.

Example:

This employer identified the following activity as a position requirement. Then he/she designated the appropriate activity assessment level by writing in the letter "P" for Proficient; and activity requiring learned capabilities.

The employee in the position designated the letter "K" for Knowledgeable with reference materials or sources. This employee will need to develop, through practice, the ability to do this activity more efficiently and without references.

P

Identifies and assesses
internal and external

K

customer requirements

Purpose

The Competency Assessment serves as a self assessment and development tool. It provides an overview of the primary accountabilities and activities for ADOT employees.

Activity Assessment Definitions:

E = Expert

An area of special gifts. The ability, without reference materials or sources, to be proficient both in determining and performing the extent of the skill required to creatively meet the activity requirements.

P = Proficient

An area of learned capabilities. The ability, with reference materials or sources, to be able to distinguish or describe and perform the skill in order to meet the activity requirements

K = Knowledgeable

D = Developmental

Would require additional learning and/or skill development.

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DEVELOPING HUMAN RESOURCES		Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Resources
Accountabilities		Activities	Activities	Activities	Activities
Mentoring For current and future leadership requirements	<input type="checkbox"/>	Seeks ways to improve and modify own leadership methods to support change in workforce and workplace	<input type="checkbox"/> Serves as a confidante encouraging employees to explore their own view, values and beliefs. <input type="checkbox"/> Provides insight into organizational philosophy	<input type="checkbox"/> Fosters and models "mentoring" as a strategy for professional development.	<input type="checkbox"/> Shares agency philosophy and learnings with other state agencies, suppliers and customers.
	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coaching To ensure employees evaluate and improve their performance and development needs	<input type="checkbox"/>	Develops skills to employ compassion and sensitivity in addressing employees' development requirements—for both strengths and areas for improvement	<input type="checkbox"/> Provides objective and supportive behavioral, skill and performance feedback.	<input type="checkbox"/> Helps identify transferable skills that apply across organizational work opportunities	
	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	
Monitoring Performance for individual productivity	<input type="checkbox"/>	Demonstrates a value for performance planning and assessment by taking the process seriously for self.	<input type="checkbox"/> Enables employees to design and evaluate their own skill and developmental targets. <input type="checkbox"/> Provides opportunities and resources for employees to develop their skills and knowledge.		
	<input type="radio"/>		<input type="radio"/>		

☐ = Position Requirement ☐ = Employee Self Assessment

DEVELOPING HUMAN RESOURCES cont.	Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Re- sources
Accountabilities	Activities	Activities	Activities	Activities
Monitoring Performance for individual productivity cont.		<input type="checkbox"/> Takes necessary personal actions when employee behavior threatens operations or projects.		
Accounting For groups' responsibilities and performance results	<input type="checkbox"/> Demonstrates shared accountability by delegating both responsibility and authority.	<input type="checkbox"/> Supports self-direction by giving employees appropriate autonomy based upon expertise and commitment. <input type="checkbox"/> Embraces continuous learning and demonstrates up-to-date proficiency within the agency operating environment and field operations. <input type="checkbox"/> Employs appropriate techniques, such as team building, socializing and training to stimulate organization development and technical improvement.	<input type="checkbox"/> Helps to create lateral and horizontal career paths by sponsoring cross-functional exposure and experiences for agency employees. <input type="checkbox"/> Embraces continuous learning and demonstrates up-to-date proficiency with the agency operating environment and field operations. <input type="checkbox"/> Employs appropriate techniques, such as team building, socializing and training to stimulate organization development and technical improvement.	<input type="checkbox"/> Embraces the ideal of total accountability to agency constituencies. <input type="checkbox"/> Embraces continuous learning and demonstrates up-to-date proficiency within the agency operating environment and field operations. <input type="checkbox"/> Employs appropriate techniques, such as team building, socializing and training to stimulate partnering relationships and technical improvements.
Planning For career opportunities to develop and retain the workforce of today and the future	<input type="checkbox"/> Continues own career planning and seeks new experiences to refrain from "possessing" a role or position indefinitely.	<input type="checkbox"/> Helps employees identify goals, objectives and alignment action plans.		<input type="checkbox"/> Locates appropriate outside opportunities for employees to gain broader exposure and experiences.

DEVELOPING HUMAN RESOURCES cont.	Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Resources
Accountabilities	Activities	Activities	Activities	Activities
Planning For career opportunities to develop and retain the workforce of today and the future cont.		<input type="checkbox"/> Assists in plotting career paths that are in alignment with employee preferences, skills and/or development plan. <input type="radio"/>		
CULTIVATING AN OPEN AND RESPECTFUL ENVIRONMENT				
Establishes Mutual respect and trust through open and objective flow of information	<input type="checkbox"/> Brings own values, visibility and voice to interactions and efforts to ensure consistent representation of self. <input type="radio"/> <input type="checkbox"/> Models a behavior of openness to conflicting opinions and personal feedback. <input type="radio"/> <input type="checkbox"/> Monitors own expression of information to ensure it is of fact and relevance. (<i>Straight talk versus back talk.</i>) <input type="radio"/>	<input type="checkbox"/> Learns and supports the specific ways others feel respected and valued. <input type="radio"/> <input type="checkbox"/> Encourages employees to freely express themselves without fear of ridicule or reprisal. <input type="radio"/> <input type="checkbox"/> Gives same information and opportunities to all employees to ensure sense of fairness and equality. <input type="radio"/> <input type="checkbox"/> Socializes with employee in professional ways to prevent impressions of favoritism. <input type="radio"/>	<input type="checkbox"/> Learns and supports the specific ways others feel respected and valued. <input type="radio"/> <input type="checkbox"/> Supports others to freely express themselves even when there exists a difference of opinion. <input type="radio"/>	<input type="checkbox"/> Learns and supports the specific ways others feel respected and valued. <input type="radio"/> <input type="checkbox"/> Keeps informed of government, economic, technical and workforce issues as a means of remaining aware and objective about governing issues. <input type="radio"/>

CULTIVATING AN OPEN AND RESPECTFUL ENVIRONMENT cont.		Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Resources
Accountabilities	Activities	Activities	Activities	Activities	Activities
Creates An environment that encourages innovation, appropriate risk taking and focused entrepreneurial action	<div><div></div><div></div></div> Uses the agency vision, mission, goals and strategies as guidance when weighing risks, making decisions,, or solving problems.	<div><div></div><div></div></div> Helps employees to weigh information about the costs, risks and consequences, both positive and negative, that are associated with a decision.	<div><div></div><div></div></div> Uses the agency vision, mission, goals and strategies as guidance when weighing risks, making decisions or solving problems.	<div><div></div><div></div></div> Uses the agency vision, mission, goals and strategies as guidance when weighing risks, making decisions or solving problems.	
	<div><div></div><div></div></div> Takes calculated risks to accomplish important work objectives and support employees.	<div><div></div><div></div></div> Makes provisions for implementing the chosen course of action, while considering what contingency plans might be required should risks materialize.	<div><div></div><div></div></div> Makes provisions for implementing the chosen course of action, while considering what contingency plans might be required should risks materialize.	<div><div></div><div></div></div> Makes provisions for implementing the chosen course of action, while considering what contingency plans might be required should risks materialize.	
			<div><div></div><div></div></div> Accepts added risk by address and conflict, especially those that cross organizational boundaries.		
Creates Forms of accessibility to enhance communication	<div><div></div><div></div></div> Starts meetings on time; ends on time to show respect for others and to aid efficiency.	<div><div></div><div></div></div> Connects with others eye-to-eye, no matter how busy it gets as a means to draw upon nonverbal communication.	<div><div></div><div></div></div> Connects with others eye-to-eye, no matter how busy it gets as a means to draw upon nonverbal communication.	<div><div></div><div></div></div> Connects with others eye-to-eye, no matter how busy it gets as a means to draw upon nonverbal communication.	
	<div><div></div><div></div></div> Identifies and clarifies accessibility to make it easier and more comfortable for others to reach out.	<div><div></div><div></div></div> Creates mechanisms for interaction that can be brief and informal.	<div><div></div><div></div></div> Creates mechanisms for interaction that can be brief and informal.		

**CULTIVATING AN OPEN
AND RESPECTFUL
ENVIRONMENT cont.**

Accountabilities	Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Re- sources
Activities	Activities	Activities	Activities	Activities
Clarifies Expectations for mutual understanding and accountability	<input type="checkbox"/> Models own expectations of self; follows through on commitments. (<i>Saying what is meant, meaning what is said; doing what is promised.</i>)	<input type="checkbox"/> Has consistent means of clarifying both work and behavioral expectations as a means to entrust others to assume accountability. <input type="checkbox"/> When making requests gives genuine and specific recognition in ways that build employees' self confidence	<input type="checkbox"/> Identifies expectations for shared goals and accountabilities. <input type="checkbox"/> Serves as a representative of the work group modeling respect for the work of others and follows through on commitment. <input type="checkbox"/> When making requests gives genuine and specific recognition in ways that support mutual understanding and commitment.	<input type="checkbox"/> Identifies expectations for shared goals and accountabilities. <input type="checkbox"/> Serves as a representative of the work group modeling respect for the work of others and follows through on commitment. <input type="checkbox"/> When making requests, gives genuine and specific recognition in ways that support mutual understanding and commitment.
Respects The diversity of the workforce and the dignity of the individual to maximize contributions toward agency goals.	<input type="checkbox"/> Appreciates and demonstrates respect for individual differences in perspective and background. <input type="checkbox"/> Encourages individual contributions and differences in a genuine and appropriate manner <input type="checkbox"/> Demonstrates enthusiasm and optimism about people to develop a "can do" spirit in the environment.	<input type="checkbox"/> Establishes an atmosphere of mutual respect by welcoming differences and encouraging the use of difference for the greater whole. <input type="checkbox"/> Balances own work group staffing ratios to ensure an appropriate mix of diversity in all aspects of the workforce population, including, but not limited to: skills, experience, education, gender, age, nationality, beliefs and values, racial representation.	<input type="checkbox"/> Demonstrates respect for the integrity of all and expresses a value for diversity. <input type="checkbox"/> Helps with the balancing of agency staffing to ensure an appropriate mix of diversity in all aspects of the workforce population, including, but not limited to: skills, experience, education, gender, age, nationality, beliefs and values, racial representation.	<input type="checkbox"/> Demonstrates respect for the integrity of all and expresses a value for diversity. <input type="checkbox"/> Balances concern for the individual employee with commitment to the public.

**CULTIVATING AN OPEN
AND RESPECTFUL
ENVIRONMENT cont.**

Managing Own Performance		Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Resources
Accountabilities	Activities	Activities	Activities	Activities
Communicates As a leader to ensure an open exchange of ideas	<input type="checkbox"/> Expresses opinions and directions without intimidating others	<input type="checkbox"/> Shares information freely, fully and candidly with employees and supports their doing so as well.	<input type="checkbox"/> Shares information freely, fully and candidly with all potentially affected and interested parties.	<input type="checkbox"/> Shares information freely, fully and candidly with all potentially affected and interested parties.
	<input type="checkbox"/> Respectfully responds to the ideas and questions of others.	<input type="checkbox"/> Provides clear and sufficient direction.	<input type="checkbox"/> Makes oral presentations that are factual, clear, persuasive and tailored to the receiver.	<input type="checkbox"/> Makes oral presentations that are factual, clear, persuasive and tailored to the receiver.
	<input type="checkbox"/> Uses effective communication skills such as reflective and active listening, expressing understanding and stating needs clearly and directly.	<input type="checkbox"/> Makes oral presentations that are factual, clear, persuasive and tailored to the receiver.	<input type="checkbox"/> Produces written communications that are factual, clear, persuasive and tailored to the receiver.	<input type="checkbox"/> Produces written communications that are factual, clear, persuasive and tailored to the receiver.
	<input type="checkbox"/> Seeks feedback to improve personal performance	<input type="checkbox"/> Produces written communications that are factual, clear, persuasive and tailored to the receiver.		
	<input type="checkbox"/> Anticipates communication needs in developing policies and programs that reflect agency direction.	<input type="checkbox"/> Implements and monitors a communication process that employees understand and use.		

MANAGING WORK PROCESSES

	Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Resources
Accountabilities	Activities	Activities	Activities	Activities
Defines The work process flow to ensure work in progress meets quality and timeline standards	<input type="checkbox"/> Knows and understands the basic work processes of own group. <input type="checkbox"/> Knows and uses process improvement tools	<input type="checkbox"/> Establishes methods by which the work processes are continually monitored and improved. <input type="checkbox"/> Ensures agency processes are known and followed. <i>(Such as personnel and procurement processes.)</i>	<input type="checkbox"/> Knows and articulates how the work processes of own group integrates with that of other work areas. <input type="checkbox"/> Seeks performance feedback and promotes continuous improvement of significant business processes to ensure quality and standards are met.	<input type="checkbox"/> Knows and articulates how the work processes of own group impacts that of other entities (suppliers, customers, other agencies).
Defines Roles, responsibilities and working relationships to ensure both clarity and flexibility with work assignments	<input type="checkbox"/> Keeps informed of various ways organizations can function and designs work assignments accordingly.	<input type="checkbox"/> Works with employees and support functions to define assignments in alignment with the objectives and strategies that support both the work requirements and the career goals of the employees.	<input type="checkbox"/> Partners with other work areas to clarify who is responsible for what, ensuring all aspects of the work are accounted for the duplication does not occur.	<input type="checkbox"/> Partners with suppliers and customers to clarify who is responsible for what, ensuring all aspects of the work are accounted for and duplication does not occur.
Develops Goals, objectives and strategies that drive planning and lead to implementation	<input type="checkbox"/> Understands the agency's strategic planning process. <input type="checkbox"/> Knows and articulates the definitions and distinctions for group objectives, strategies and outcomes that meet agency mission and goals.	<input type="checkbox"/> Develops in a participative manner, objectives and strategies that are in alignment with agency directed outcomes. <input type="checkbox"/> Provides guidelines for group planning processes to ensure action plans are implemented to meet work group objectives and strategies.	<input type="checkbox"/> Develops in a participative manner shared objectives and strategies which are in alignment with agency directed outcomes. <input type="checkbox"/> Incorporates and aligns long term plans and policies with the agency strategic plan and other agency work areas.	<input type="checkbox"/> Develops in a participative manner shared objectives and strategies which are in alignment with agency directed outcomes. <input type="checkbox"/> Considers long term plans and policies with the political environment of state government.

MANAGING WORK PROCESSES cont.		Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Resources
Accountabilities		Activities	Activities	Activities	Activities
Develops Goals, objectives and strategies that drive planning and lead to implementation cont.	<input type="checkbox"/>	Monitors own workload to ensure a balance of short and long term planning takes place and is in alignment with the agency strategic plan.	<input type="checkbox"/>		
	<input type="radio"/>		Translates long term plans and policies into operational plans that fit the level, size and complexity of the work group.		
Takes Proactive initiative in discovering problems or new opportunities and moves decisively to implement a solution	<input type="checkbox"/>	Knows and uses the problem solving methods.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="radio"/>		Encourages a dynamic and responsive manner of working which will allow for and support beneficial changes in the work group environment.	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/>	Acknowledges the existence of problems at an early stage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="radio"/>		Develops alternatives and contingencies in planning and problem solving to ensure flexibility for unforeseen circumstances.	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/>	Assumes responsibility for solving problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="radio"/>		Tailors the strategy or decision to the complexity and significance of the problem or opportunity.	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/>	Prioritizes issues and focuses efforts on the critical priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="radio"/>		Applies problem solving methods to respond to both uncertain and unforeseen circumstances.	<input type="radio"/>	<input type="radio"/>
	<input type="checkbox"/>	Recognizes mistakes, learns from them and moves on to correct and improve the situation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="radio"/>				

MANAGING WORK PROCESSES cont.	Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Resources
Accountabilities	Activities	Activities	Activities	Activities
Takes Proactive initiative in discovering problems or new opportunities and moves decisively to implement a solution cont.		<input type="checkbox"/> Keeps management informed of potential and current problems and strategy for resolution. <input type="checkbox"/> Maintains a balance between careful analysis and decisive action to resolve problems or create new initiatives.		
Manages Budget to ensure linkage with agency strategic plan	<input type="checkbox"/> Knows basic accounting principles and agency budgeting processes.	<input type="checkbox"/> Monitors expenditures in accordance with approved budget.	<input type="checkbox"/> Keeps informed of agency resources; negotiates and shares for the betterment of the whole.	<input type="checkbox"/> Keeps informed of agency resources; negotiates and shares for the betterment of the whole.
<div data-bbox="149 857 495 1036"> ENSURING PUBLIC TRUST AND SATISFIED CUSTOMERS </div> The credibility and integrity of the organization, meeting the expectations of the public and earning its trust	<input type="checkbox"/> Demonstrates integrity and honesty with uncompromising ethical standards of personal conduct. <input type="checkbox"/> Knows and follows state and federal statutes, rules and regulations.	<input type="checkbox"/> Implements organizational structures and systems that emphasize high achievement and compliance with applicable laws, policies and regulations. <input type="checkbox"/> Exercises wise stewardship of public funds in meeting organizational objectives.	<input type="checkbox"/> Develops integrated strategic plans that identify and address near term obligations without unduly "mortgaging the future".	<input type="checkbox"/> Performs regular assessments with significant constituencies to obtain "real time" feedback. <input type="checkbox"/> Develops a common vision and shared goals and strategies based on timely and the accurate information about agency constituencies and the political environment

ENSURING PUBLIC TRUST AND SATISFIED CUSTOMERS cont.	Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Re- sources
Accountabilities	Activities	Activities	Activities	Activities
Identifies Possible solutions by analyzing problems in terms of processes and integrating diverse perspectives for various customers and constituents	<input type="checkbox"/> Identifies and acknowledges internal and external customers to assess requirements of all.	<input type="checkbox"/> Collects and interprets information about the operating environment, with a specific focus on the needs of agency constituencies.	<input type="checkbox"/> Is perceived accountable by completing projects within schedule, budget and quality requirements. <input type="checkbox"/> Earns the respect of key stakeholders by maintaining focus on the customer.	<input type="checkbox"/> Reports regularly to the public regarding efficiency and effectiveness of business processes, as measured by agency performance measures. <input type="checkbox"/> Is perceived accountable by completing projects within schedule, budget and quality requirements. <input type="checkbox"/> Earns the respect of key stakeholders by maintaining focus on the customer.
Solves Customers' and suppliers' problems and complaints in a manner that minimizes political issues and enhances confidence and trust	<input type="checkbox"/> Knows customers' and suppliers' needs and expectation sin order to resolve problems and complaints with understanding.	<input type="checkbox"/> Identifies and develops sources of information for determining customer service needs. <input type="checkbox"/> Establishes means to measure customer service results for both concerns and complements. <input type="checkbox"/> Involves all employees in measuring customer service results to ensure they receive the positive input and resolve customer issues.	<input type="checkbox"/> Knows other agency group needs and expectation sin order to resolve problems and complaints with understanding. <input type="checkbox"/> Helps with the design and implementation of cross-functional customer service measurements in accordance with agency strategic plan.	<input type="checkbox"/> Knows customers' and suppliers' needs and expectation sin order to resolve problems and complaints with understanding.

TEAMING FOR SHARED ACCOUNTABILITIES	Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Resources
Accountabilities	Activities	Activities	Activities	Activities
Balances The degree and appropriateness of teaming with the extent of independence and interdependence required in the work	<input type="checkbox"/> Develops an understanding of what teaming activities are required in relation to the work—when to and when not to implement team activities.	<input type="checkbox"/> Ensures employees are equipped to share work activities in a teaming manner. <input type="checkbox"/> Identifies which aspects of the work need to be conducted either partly or fully through teaming.	<input type="checkbox"/> Participates in team activities with colleagues to ensure cross-functional integration of planning, problem solving and decision making.	<input type="checkbox"/> Participates in team activities with suppliers and customers to ensure internal/external integration of planning, problem solving and decision making.
Aligns Staffing activities, performance planning and recognition efforts with team requirements	<input type="checkbox"/> Reviews agency procedures for staffing and performance evaluations and adjusts processes to align with degree of teaming requirements.	<input type="checkbox"/> Identifies the difference between team and individual performance criteria. <input type="checkbox"/> Shares credit and gives opportunities for visibility to others. <input type="checkbox"/> Recognizes and rewards team performance as well as individual contribution.	<input type="checkbox"/> Celebrates team and organizational accomplishments; <i>giving credit where credit is due.</i>	<input type="checkbox"/> Participates in forms of supplier/customer partnering and result sharing celebrations.
Fosters A sense of shared accountabilities for achieving challenging goals and high standards of performance.	<input type="checkbox"/> Seeks to understand the work flow process within own and between other work groups in order to know where and when the work should be shared	<input type="checkbox"/> Clarifies team members' roles and responsibilities and how these differ from individual assignments. <input type="checkbox"/> Aligns, as best as possible, individual preferences to team assignments, using the teaming activities as a means for opportunity growth and development.	<input type="checkbox"/> Identifies the interrelationships between own work group and other work areas to eliminate duplication and use resources. <input type="checkbox"/> Incorporates the strategies and objectives of other agency work groups to enhance cross-functional requirements.	<input type="checkbox"/> Identifies the interrelationships between own work group and suppliers and customers to eliminate duplication and use resources.

TEAMING FOR SHARED ACCOUNTABILITIES cont.		Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Resources
Accountabilities	Activities	Activities	Activities	Activities	
Promotes Effective group processes to ensure success in teaming efforts	<div><div></div><div></div></div> Understands group dynamics and processes in order to implement group planning decision making, problem solving and conflict resolution.	<div><div></div><div></div></div> Provides team leadership by developing team performance through effective group dynamics, thus gaining cohesive membership and influence.	<div><div></div><div></div></div> Promotes the development of partnerships by obtaining and balancing input from others.	<div><div></div><div></div></div> Promotes the development of partnerships by obtaining and balancing input from others.	
	<div><div></div><div></div></div> Has acquired group presentation and facilitation skills and knows when to use which method.	<div><div></div><div></div></div> Uses team outputs by implementing collaborative processes for group planning, decision making, and problem solving and conflict resolution.	<div><div></div><div></div></div> Contributes effectively as a team member as well as a team leader. <i>(Knows one's place, when to serve in which capacity.)</i>	<div><div></div><div></div></div> Contributes effectively as a team member as well as a team leader. <i>(Knows one's place, when to serve in which capacity.)</i>	
Organizes The structure of the work and working environment to support group efforts	<div><div></div><div></div></div> Recognizes the different ways work needs to be done for employees to work collaboratively. This includes such things as resource tools, facilitation, time, meeting space, and travel.	<div><div></div><div></div></div> Obtains the appropriate resources to support teaming projects and activities.	<div><div></div><div></div></div> Identifies resources from other agency work groups to support teaming projects and activities.	<div><div></div><div></div></div> Identifies resources needed from external partners—suppliers, customers, and other agencies—to support teaming projects and activities.	
		<div><div></div><div></div></div> Helps team members structure their work schedules to accomplish both their individual and team assignments.			

MOVING WITH TECHNOLOGY	Managing Own Performance	Providing Leadership with Employees	Integrating Across the Organization	Partnering with External Resources
Accountabilities	Activities	Activities	Activities	Activities
Manages Technology (information, equipment and facilities) to ensure rapid and flexible response with work processes	<input type="checkbox"/> Keeps own computer skills current with Information Technology (IT) agency, both hardware and software. <input type="radio"/> Meets regularly with IT resources to anticipate future hardware/software changes. <input type="checkbox"/> Observes work in progress for all areas of accountability to understand technology requirements.	<input type="checkbox"/> Obtains and maintains appropriate technology including hardware, software, equipment and facilities to support work group processes. <input type="radio"/> Assesses technology needs to align with projected strategies and objectives. <input type="checkbox"/> Negotiates and procures technology in accordance with agency purchasing processes.	<input type="checkbox"/> Links with other agency computer technology to ensure information can be accessed and shared cross-functionally. <input type="radio"/> Communicates and negotiates ways to use and share technological resources for multiple applications throughout the agency.	<input type="checkbox"/> Links with external IT sources to ensure information can be accessed and shared between partners, suppliers, customers and other state agencies. <input type="radio"/> Communicates and negotiates ways to use and share technological resources.
Provides Learning experiences to enable all employees in efficient use of technology	<input type="checkbox"/> Observes and interviews employees at work to discover learning needs.	<input type="checkbox"/> Ensures a competitive workforce by providing access to on-the-job and formal training opportunities for all technology including IT, equipment and facilities.	<input type="checkbox"/> Learns from others training opportunities both internally to agency and externally to ensure employees keep their expertise levels state-of-the-art.	<input type="checkbox"/> Learns from others training opportunities to ensure employees keep their expertise levels state-of-the-art.
Maintains Technology in excellent working condition to meet all safety requirements	<input type="checkbox"/> Keeps self appraised and has access to information source to ensure required maintenance occurs and documentation is current to meet agency, state and federal specifications.	<input type="checkbox"/> Keeps employees appraised to ensure required maintenance occurs and documentation is current to meet agency, state and federal specifications.		